

| ROUTING AND TRANSMITTAL SLIP | | Date |
|---|----------------------|------------------|
| | | 12 AUG 87 |
| TO: (Name, office symbol, room number, building, Agency/Post) | | Initials Date |
| 1. C/CMS/DA | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| Action | File | Note and Return |
| Approval | For Clearance | Per Conversation |
| As Requested | For Correction | Prepare Reply |
| Circulate | For Your Information | See Me |
| Comment | Investigate | Signature |
| Coordination | Justify | |

REMARKS

#1 - FOR ACTION: PLEASE PROVIDE ONE NOMINEE
 FROM EACH O/DDA OFFICE.

SUSPENSE: 25 AUGUST 1987

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

| | |
|--|----------------|
| FROM: (Name, org. symbol, Agency/Post) | Room No.—Bldg. |
| EXA/DDA | Phone No. |

5041-102

☆ U.S. GPO: 1986-491-247/40012

OPTIONAL FORM 41 (Rev. 7-76)
 Prescribed by GSA
 FPMR (41 CFR) 101-11.206

DA/STO, advises that attendees will be:

CC
 OF
 OIT
 OL

CMS
 OP
 OS
 OTE

| |
|--|
| |
|--|

| |
|--|
| |
|--|

| |
|--|
| |
|--|

87-1653x

7 August 1987

MEMORANDUM FOR: Associate Deputy Director for Administration
Associate Deputy Director for Intelligence
Associate Deputy Director for Operations
Associate Deputy Director for Science & Technology

FROM: Robert E. Fitzgerald
Director, Equal Employment Opportunity

SUBJECT: One-day Pilot Seminar: "EEO for Managers"

1. We have scheduled a one-day "EEO for Managers" pilot seminar for 9 September 1987, from 9:00 to 4:00, in 1E78 Headquarters. This seminar will focus on a wide range of EEO issues of concern to managers at all levels, and people involved in panels and other personnel actions, i.e., hiring, firing, promotions, assignments, etc. The goal is to find a good mechanism to acquaint managers, supervisors, and other key people with some of the legal vulnerabilities in the EEO arena, and provide them with practical ways to head off EEO and grievance cases before they start. If unchecked, issues such as these can exact a high price on the Agency in terms of morale, management time, and security risks.

2. The seminar will be handled by two accomplished EEO consultants. Their bios and a brief outline of the program are attached.

3. Since this is a pilot running, we are asking that each Directorate only nominate eight representatives to attend. We are hoping to close out our attendance list by 25 August. Would you please have someone in your office call [] my Complaints System Manager, extension [] with a list of your attendees.

4. Thank you for your support.

[]
Robert E. Fitzgerald

Attachments: a/s

**PROPOSAL TO CONDUCT EEO/AA TRAINING FOR
CENTRAL INTELLIGENCE AGENCY MANAGERS AND SUPERVISORS2**

PROPOSAL TO CONDUCT EEO/AA TRAINING FOR CENTRAL INTELLIGENCE AGENCY MANAGERS AND SUPERVISORS

RESOURCES FOR WOMEN (WFR) submits this proposal to develop and deliver a one-day training program for managers and supervisors of the Central Intelligence Agency in the area EQUAL EMPLOYMENT OPPORTUNITY(EEO).

INTRODUCTION

Training programs in EEO-related topics are different and usually more difficult to design and deliver for several reasons.

1. Many participants do not percieve the need for such training;
2. Many see EEO-related problems as someone else's job;
3. Discussion often looks at and questions personal values and behavior;
4. A " you don't understand our situation" feeling exists;
5. There is a feeling that training gets in the way of getting "real work" done.

Understanding that these and other similar dynamics are almost always present in participant groups, RFW plans to use professional staff who possess strong and varied experience in the areas of EEO-related and Human Relations training efforts. Narratives of their experience appear in Appendix A.

APPROACH

EEO training is most effective when it takes the form that is consistent with their perceptions of the realities of the work situation. In viewing EEO as a management function, we emphasize the benefits of an effective program to individual employees, management and the organization as a whole.

Our experience indicates that three major components should be included in any program of this nature.

A. Consciousness-raising - Before one can begin to effect change directed at organizational or program improvement, it must be recognized that a problem/issue, or at least a need for improvement exists. Too often the perception of EEO issues is that the program itself is the problem. This part of the workshop will be designed to help each participant become more aware of the reasons why an EEO effort is needed. It is intended to make participants aware of the factors that preclude equal employment opportunity and necessitate the active involvement of all personnel in promoting EEO goals. Participants examine how carrying on "business as usual" often unknowingly perpetuates discriminatory practices. They also become more conscious of their own attitudes and those of minority and female employees and how these sets of attitudes often are manifested in behavior which causes personal and organizational problems.

B. EEO -- The Program And The Law - It has been our experience that participants rarely know about the legal basis for the EEO and AA programs; they are not familiar with their organization's EEO regulations and policies; and they do not know how the EEO Office functions, the roles and responsibilities of its staff, or the steps in the organization's complaint process. More often they are operating on misinformation gathered largely from hearsay. While this information is usually provided in course materials, it is seldom read.

This component will be directed at creating an appreciation for the concept of lawful versus unlawful activities in the workplace and the rights of all employees under EEO law.

C. Personal Action - In the past, EEO training emphasized fair play, past wrongs and played on latent feelings of guilt. When effective, this training succeeded in making people feel guilty and little else. RFW's EEO-related training efforts seek to elicit action back on the job after the training is completed. Often participants feel they cannot "tight City Hall" and do nothing to correct or highlight discriminatory practices within their workgroups. We attempt to focus the participants on those actions they can implement within their own spheres of influence. This component assists participants in planning their most important task.

METHODOLOGY

RFW uses the term "workshop" to describe the proposed training because it is designed to provide each participant an opportunity to work at solutions that are personally relevant. It is our basic assumption that each individual is responsible for his/her own learning and growth. Only if each participant accepts this responsibility is there a possibility for personal change. The methodology and content of the workshop is based on RFW's successful experience in developing and conducting similar workshops designed to get employees to modify or change their present behavior. As a result, we have established a learning philosophy based upon the following principles of change and learning.

1. Behavioral Change rests upon the notion that people respond to and treat the world as they construe it. Therefore, for change to occur, people need to change the constructs which determine their behavior. This process begins with consciousness raising centered around increasing the awareness of one's values & beliefs.
2. Adults learn what they need to know to solve the problems which they face and which they can test against the reality of their own experiences.
3. Learning is directed by the individual; therefore, the ways in which people learn are different. It has been demonstrated that people have preferences for learning which consist of: concrete experience, reflection and observation, formulation of abstract concepts and generalizations, and testing and experimenting with concepts. Effective training tries to allow for each preference.

These principles will direct our basic selection of methods and format for each module of the workshop in the following ways.

1. Normally, participant groups can be divided into three categories.
 - a. Those who are already in tune with the aims of EEO/AA. Often the training reinforces their current beliefs, but it really like "preaching to the choir."
 - b. Those who have no particular knowledge or feelings about EEO/AA and are open to learn more about the subject.
 - c. Those who are opposed to EEO/AA and are there to "get my ticket punched." ~~One~~ day of training rarely moves them very much. The training will be geared toward Group 2 which usually is the largest group.

WORKSHOP LEADER

Sarah Risher: As Director of Resources for Women, during the past 10 years she has designed and conducted training programs for over 4000 individuals in the areas of assertive communications, management skills, human relations and EEO. Her clients have been in the governmental, private and not-for-profit sectors. She has consulted with various governmental and private organizations to analyze organizational issues and training needs and designed and conducted programs targeted to specific populations and situations, including communication skills for minority employees, EEO/AA awareness and school desegregation. Ms. Risher has also served as a support employee for the US Army in Korea. Ms. Risher has an A.B. Degree in Philosophy and has participated in a wide range of supplemental activities that have enhanced her ability to translate theoretical models and abstract concepts into practical, working tools. A summary of her relevant EEO/AA experience follows.

MONTGOMERY COUNTY, MARYLAND NATIONAL ORGANIZATION FOR WOMEN: Conducted a seminar on Women in Management.

FEDERALLY EMPLOYED WOMEN'S NATIONAL TRAINING CONFERENCE: During a five year period conducted workshops on Assertive Communication Skills, Sexual Intimidation in the Office, Communication Skills.

US DEPARTMENT OF AGRICULTURE. APHIS: Conducted Assertive Communications Skills training for Spanish-speaking employees from Texas and Puerto Rico (5 programs); Communication Skills for Women (19 programs).

PENSION BENEFIT GUARANTY CORPORATION: Interviewing Skills for EEO Officers, Counselors and Investigators.

3M COMPANY, ST. PAUL, MINNESOTA: Presentation Skills for Women.

US DEPARTMENT OF LABOR: Assertive Communication Skills for the Hearing Impaired.

US NAVAL SURFACE WEAPONS CENTERS, WHITE OAK, MD AND DAHLGREN, VA. Designed and conducted EEO/AA programs for center personnel.

MONTGOMERY COUNTY MARYLAND PUBLIC SCHOOL SYSTEM: Designed and conducted 11 human relations workshops for students, teachers and support services staff emphasizing conflict resolution skills.

WASHINGTON SUBURBAN SANITARY COMMISSION: Designed and conducted workshops on Effective Communications Skills for Women Employees.

Robert W. Maddox

Mr. Maddox is the Director of Creative Communications Associates and a Senior Associate of Resources for Women. Mr. Maddox is extremely qualified to serve as a workshop leader. He has worked as a consultant to government, private and not-for-profit organizations for the past 15 years. He has extensive experience as a designer, developer and instructor in EEO and Affirmative Action training as well as in management and organization development training. As such, he has facilitated numerous teambuilding sessions with diverse workgroups and individuals designed to resolve interpersonal and organizational conflicts. Mr. Maddox was formerly responsible for intermediate management training at the National Security Agency until 1972 when he left the Federal Service. He was formerly a member of the Prince George's County, Maryland Community College Management Institute faculty and served as a senior consultant to the Graduate School, USDA. Mr. Maddox has a MA Degree in Adult Education, specializing in staff development and has participated in additional training activities to enhance his skills and knowledge. These include: The Institute for Trainers, Cornell University; Management by Objectives, Bureau of National Affairs; Dynamics of Small Groups, George Washington University; Problem-solving and Decision-making, National Cryptologic School; Assessment Center Training, Graduate School, USDA. A summary of relevant EEO experience follows.

GODDARD SPACE FLIGHT CENTER: Designed and conducted EEO training for Center managers and supervisors since 1978. Designed and conducted a program sponsored by the Federal Women's Program concerned with the status of women at the Center.

WALLOPS ISLAND FLIGHT CENTER: Conducted EEO training for all Center management personnel, including the center director.

NUCLEAR REGULATORY COMMISSION: Designed and conducted a series of 32 EEO workshops for management personnel at all regional sites and at headquarters which was completed in June 1985. Conducted a teambuilding workshop for the Director and staff of the NRC Office of Small and Disadvantaged Businesses/Civil Rights.

US NAVAL ORDNANCE STATION, INDIANHEAD, MARYLAND : Designed and conducted a refresher course in EEO/AA for all managers and experienced supervisors and a two-day EEO training course for newly appointed supervisors.

US NAVY SEA SYSTEMS COMMAND: Designed and conducted a series of eight two-day EEO workshops for civilian management personnel at the Headquarters facility.